

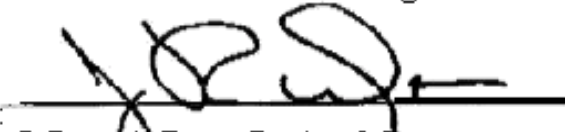
**Office of Civilian Radioactive Waste Management (OCRWM)
Management and Operating Contract
Pre-Award Transition Management Plan**

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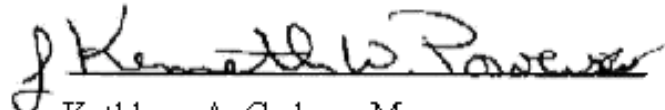
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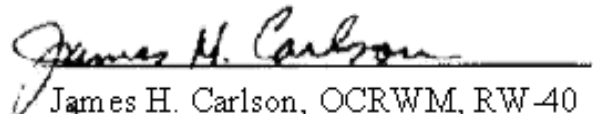
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LIST OF ACRONYMS

BN	Bechtel Nevada
CRWMS	Civilian Radioactive Waste Management System
DOE	U.S. Department of Energy
FTL	Functional Team Leader
M&O	Management and Operating
MOA	Memorandum of Agreement
NV	Nevada Operations Office (DOE)
NWTRB	Nuclear Waste Technical Review Board
OCRWM	Office of Civilian Radioactive Waste Management
OTMT	OCRWM Transition Management Team
PATMP	Pre-Award Transition Management Plan
RP	Resolution Plans
RFP	Request for Proposal
TESS	TRW Environmental Safety Systems Inc. (present M&O contractor)
TRI	Transition-Related Issue
TRIDS	Transition-Related Issue Detail Sheet
TTT	TESS Transition Team
WBS	Work Breakdown Structure
YMSCO	Yucca Mountain Site Characterization Office

MANAGEMENT PLAN DEFINITIONS

Transition-Related Issue (TRI): Any issue associated with the transition of the Civilian Radioactive Waste Management System (CRWMS) Management and Operating (M&O) contract that, if left unresolved by the completion date of the M&O transition period (February 11, 2001), could result in an impact to the safety, health, or welfare of CRWMS contractor employees, the established CRWMS Program schedule, or the required funding to execute the CRWMS Program. The TRIs will be addressed by TRI Resolution Plans (RPs) to ensure transition impacts are limited.

TRI Resolution Plan: Documented descriptions, relationships, and timing of the activities and deliverables required to satisfactorily resolve a TRI. The TRI RP includes a definition of the TRI; description of the strategy for issue resolution; detailed description of each activity required to implement the strategy; estimates of cost for each activity; total estimated cost; assignment of personnel responsible for each activity; and schedule of activities, including anticipated activity duration, and deliverables, as appropriate. The deliverables will be defined with objective measures for their accomplishment. The TRI Resolution Plans shall designate the type of package that will be compiled (i.e., either Turnover Package or Closeout Package) for the respective issues.

Turnover Package: Documentation package associated with a given transition work breakdown structure element that includes a list of all transition-related issues for areas of work or items that will be transitioned to the new contractor, the transition-related issue summary descriptions and assumptions, resolution plans for those issues, a schedule of activities to resolve the issues, and the set of deliverables generated by execution of the resolution plans.

Examples of items that would be included in Turnover Packages are:

- Documentation of all records associated with in-process work that have not been submitted to the Record Processing Center for a given functional area of work.
- Documentation of a “walk-down” of relevant physical facilities by the new contractor to verify satisfactory turnover of the facilities, equipment, and associated activities.

Closeout Package: Documentation package associated with a given transition work breakdown structure element that includes all transition-related issues for areas of work or items that will not be transitioned to the new contractor, the transition-related issue summary descriptions and assumptions, resolution plans for those issues, a schedule of activities to resolve the issues, and the set of deliverables generated by execution of the resolution plans.

Examples of activities or items that would be included in Closeout Packages are:

- Canceling and disposing of company-specific credit cards used for travel or small purchases.

- Closing the letter of credit with the previous M&O's bank.
- Turn in and disposal of identification security badges for M&O employees that will not be working for the new contractor.

Orientation Briefing: Documentation that communicates important information regarding previous, ongoing, and planned work within a given transition WBS element. An orientation briefing or set of briefings will be generated for each transition WBS element. The briefings are concurred with the OCRWM Transition Management Team Manager, and are delivered to the new M&O Contractor Team during orientation meetings near the beginning of the transition period. Essential elements of the orientation briefing are (as applicable):

- Identification of key TRW Environmental Safety Systems Inc. (TESS) M&O and Department of Energy (DOE) points of contact, listed by name, title, and phone number.
- Description of the purposes and objectives of the work within the transition WBS element.
- Description of the strategy or approach currently being used to satisfy the purposes and meet the objectives, including a diagram of the current, applicable organizational structure.
- Identification of the mechanisms currently employed to communicate work status.
- Brief history of the work performed and key milestones/deliverables produced.
- Description of ongoing work activities, including near-term milestones/deliverables.
- Description of planned activities through License Application submittal, including planned milestones and deliverables.
- Description of all internal M&O organizational interfaces and customers.
- Description of all external interfaces (e.g., Nuclear Regulatory Commission, Nuclear Waste Technical Review Board).
- Description of all commitments that have been made to external interfaces.
- Identification and source/location of pertinent working records and materials that may not yet be in the records system but which support ongoing work activities.
- Description of outstanding Conditions Adverse to Quality.
- Identification of the TRIs associated with the transition WBS element and copies of the resolution plans that have been developed to address those TRIs.

EXECUTIVE SUMMARY

The Office of Civilian Radioactive Waste Management (OCRWM) Management and Operating (M&O) Contract Pre-Award Transition Management Plan has been developed by the U.S. Department of Energy (DOE) OCRWM Transition Management Team (OTMT). The plan defines how the DOE will manage preparations for the transition process, which will be implemented by DOE OCRWM and the DOE Nevada Operations Office to fulfill the following objectives:

- Continue to safely and efficiently perform work.
- Achieve orderly transition of workscope to a new M&O contract.
- Minimize impacts to employees and ongoing activities.
- Minimize the total cost of transition.

A fully integrated and coordinated transition approach among the affected parties is essential to achieving the DOE transition objectives with minimal impact on DOE missions. This management plan addresses the Precontract Award Period only.

The Precontract Award Period began on March 30, 2000, with issuance of the DOE Request for Proposal (RFP) and will end with the anticipated DOE contract award, which could occur as early as August 15, 2000, but no later than November 15, 2000.

The OCRWM M&O contract transition effort is being managed by the OCRWM Transition Management Team (OTMT). The OTMT will provide management and oversight of a set of Functional Teams to accomplish the work. Functional Team Leaders will be appointed by DOE management to coordinate the activities of the Functional Teams. The Functional Teams will be formed with DOE and TRW Environmental Safety Systems Inc. (TESS) personnel. These teams will define the detailed transition activities, which will be implemented by the TESS line organization. The mission of these teams is to facilitate a cost-effective, safe, and orderly transition to a new M&O contract for OCRWM. A TESS Transition Team composed of TESS senior management or designees will be formed to coordinate with the OTMT in the oversight of the Functional Teams.

A transition process has been developed to facilitate the smooth and effective OCRWM M&O contract transition. A transition work breakdown structure (WBS) will be established to identify and organize functional areas of work to be transitioned. The transition WBS will identify seven “focus areas” which correspond to level one of the WBS. WBS elements will be identified for each of these “focus areas” to more fully organize functional areas of work to be transitioned. The “focus areas” are:

- Management
- Business Processes
- Human Resources
- Infrastructure
- Services

- Technical
- Regulatory

For each element of the transition WBS, transition-related issues (TRIs) will be identified and documented on Transition Related Issue Detail Sheets (TRIDS). Each TRIDS will summarize the issue and the assumptions to be used in resolving it. TRI Resolution Plans (RPs) will be developed for each TRI, detailing the activities required for resolution, the timing and duration of these activities, estimated costs, and identifying the personnel responsible for execution of the resolution plan. In addition, for each transition WBS element an orientation briefing or set of briefings will be generated to summarize previous, ongoing, and planned work as well as to communicate objectives, key deliverables and important interfaces. The development of these items will all be accomplished during the Precontract Award Period. This Pre-Award transition process has been developed consistent with the RFP with the recognition of a potential contract award date as early as August 15, 2000.

An on-line YMSCO Intranet-compatible Transition Planning Database will be established to facilitate communication of the TRIs, the TRI RPs, and the orientation briefings.

1.0 INTRODUCTION

The Office of Civilian Radioactive Waste Management, Management and Operating (OCRWM/M&O) Contract Pre-Award Transition Management Plan was developed by the U.S. Department of Energy (DOE) OCRWM Transition Management Team (OTMT). This plan defines the process that will be used to manage preparations for the transition of the OCRWM/M&O contract. The plan describes how specific transition activities will be identified that DOE, TRW Environmental Safety Systems Inc. (TESS), and the new contractor must complete at the Yucca Mountain Site Characterization Project, Nevada Operations Office (NV), and OCRWM Headquarters to achieve a smooth and effective transition of the M&O contract.

The Pre-Award Transition Management Plan was developed to address the precontract award period only. It is recognized that transition plans developed prior to M&O contract award are contingent upon reconciliation of these with the new contractor's proposed transition plan.

Section 2 of this Pre-Award Transition Management Plan briefly describes the DOE and TESS transition teams, as well as their respective purposes, scopes, and responsibilities. Section 3 contains the general planning assumptions used to provide a basis for evaluation of the transition-related issues (TRIs), actions, and decisions. More detailed or specific assumptions will be included in the individual Transition-Related Issue Detail Sheets (TRIDSs) for each element of the transition work breakdown structure (WBS). Section 4 describes pre-award transition planning, including the planning process, focus areas, and TRI resolution plan (RP) descriptions. Section 5 describes the process for managing implementation of the pre-award activities.

2.0 PURPOSE, SCOPE, AND RESPONSIBILITIES

2.1 Purpose

The purpose of this Pre-Award Transition Management Plan is to define the transition planning process, including the approach to issue identification, issue resolution planning, and identification of the minimum set of actions to be performed for transition, and to provide an initial schedule for completion of the associated activities. Information contained in the Transition Planning Database (described in Section 4.2) will be revised as transition-related issues are addressed, and disposition is determined with DOE. These efforts support DOE's objectives, as stated in the request for proposal (RFP) dated March 30, 2000. DOE's objectives for the OCRWM M&O contract transition are:

- Continue to safely and efficiently perform work.
- Achieve orderly transition of workscope to a new M&O contract.
- Minimize impacts to employees and ongoing activities.
- Minimize the total cost of the transition.

2.2 Scope

A transition WBS (Attachment A) was developed to organize and help track the activities needed to prepare for contract transition. This is not a replacement or substitute for the Baseline Product WBS. It is designed to address transition costs and related activities. Seven focus areas for the transition effort emerged from that analysis:

- Management
- Business Processes
- Human Resources
- Infrastructure
- Services
- Technical
- Regulatory

For each of these focus areas, transition WBS elements are identified to further define areas of work to be transitioned. For each WBS element, a Functional Team will be formed to develop TRI RPs to mitigate the impacts from transition of the contract.

2.3 Transition Roles and Responsibilities

The OCRWM contract transition effort is being managed by the OCRWM Transition Management Team (OTMT). This team will coordinate with a TESS Transition Team (TTT) to provide management of and oversight for a set of Functional Teams. The Functional Teams will define the detailed transition activities that will be implemented by the line organization. The mission of the teams is to facilitate a cost-effective, safe, and orderly transition to a new M&O contract at YMSCO and OCRWM Headquarters.

2.3.1 OCRWM Transition Management Team

The OTMT (Attachment B) is responsible for the transition planning process. The OTMT consists of a Transition Manager, Transition Deputy Manager, YMSCO technical representative, NV representative, YMSCO contracts representative, and OCRWM Headquarters representative. The OTMT will interface with the M&O Contract Source Evaluation Board to ensure coordination of transition-related concerns and information. The team will ensure effective coordination of transition issues affecting multiple programs and The OTMT Transition Manager is responsible for transition planning, issue resolution, and transition execution with the responsibilities and authority to perform the following: oversight of the contractor to resolve TRIs, recommend TRI resolution plans for approval as required for transition; and issuance of technical clarification.

2.3.2 TESS Transition Team

The TTT will be established by the current M&O contractor. The TTT will consist of senior TESS M&O contractor personnel assigned to work with the OTMT in accomplishing the pre-award transition planning mission. The TTT will ensure M&O contractor resource availability and coordinate with the OTMT in implementing the Pre-Award Transition Management Plan.

2.3.3 Functional Teams

Functional Teams will be established as working groups accountable to the OTMT and the TTT for completion of assigned transition preparation activities. Functional Team Leaders (FTLs) will be designated for each element of the transition WBS and will be assigned by DOE Assistant Managers and Division Directors. The Functional Team Leaders will be responsible for detailed transition planning, including coordinating the functional team planning efforts; reviewing TRIDSs for validity and completeness; identifying issues for resolution; and analyzing, summarizing, and distributing information from TRIDS developed under their direction.

A Functional Team will be established for each element of the transition WBS. The team will be led and coordinated by the WBS element's Functional Team Leader. Functional Team membership will include DOE personnel and current M&O functional managers or designees. The Functional Teams are responsible for the TRIs associated with their respective transition WBS elements, including the analysis of the TRIs, and development of TRI RPs. The OTMT organization chart displaying the Functional Team's relationship is provided in Attachment B.

3.0 GENERAL PLANNING ASSUMPTIONS

The following general planning assumptions were used to develop the Transition Management Plan. More detailed and scope-specific assumptions will be documented on the individual TRIDSs for each element in the transition WBS:

3.1 Award Date

The M&O contract could be awarded by DOE as early as August 15, 2000.

3.2 Transition End Date

All transition actions will be completed by February 11, 2001.

3.3 Planning Activities

The scope of activities outlined in the Pre-Award Transition Management Plan and addressed through the pre-award transition management process are limited to those actions necessary to prepare for the transition period. Discussions of issues or problems not directly related to the transition are excluded from these activities. Management and oversight includes efforts to identify work scope and tasks currently shared between TESS and other contractors.

3.4 Issue Resolution

Issue resolution during the precontract award period will be limited to those items that, due to resource or time constraints, must be handled prior to initiation of the transition activities or those items that are clearly DOE management prerogative. Early decisions will be made in such a manner as to provide maximum flexibility (within cost constraints) to the new contractor.

3.5 Scope of Transition

The scope of work to transition is defined in the RFP. The following example activities have been defined by DOE as outside the M&O scope, but within the cost structure for TESS:

3.5.1 Security Forces

The existing MOA between NV and YMSCO requires NV to provide full security program support. This includes personnel security (clearances and security awareness), badging, surveillance and protective force support. Wackenhut Services, Inc., a NV prime contractor provides support through this MOA.

3.5.2 Telecommunications

General Telephone and Electronics (GTE) is a subcontractor to the NV prime contractor, Bechtel Nevada. GTE will continue to provide telecommunications switch services at YMSCO under that subcontract.

3.6 Consistency With the RFP

Planning activities for transitioning the M&O contract will be consistent with the DOE RFP.

3.7 Information Technology

At OCRWM's direction, computer system inventory analysis, archival, and disposition activities are underway which will help to facilitate transition in this area. Preliminary planning and identification of actions, schedules, and costs to separate shared services and resources will be accomplished during the Pre-Contract Award Period.

3.8 Compliance Responsibilities

Arrangements and agreements are assumed to be established during the transition period to transition to the new contractor's compliance-related responsibilities associated with the OCRWM Program, including transfer of permits by February 11, 2001.

3.9 Assets

3.9.1

In accordance with clause H.6 of the RFP, the new contractor shall accept the transfer of and accountability for government-owned property and equipment from TESS.

3.9.2

In accordance with clause I.36(2)(ii) of the RFP, DEAR 970.5204.21, Property, if the Contractor is succeeding another Contractor in the performance of this contract, the Contractor shall conduct a joint reconciliation of the property inventory with the predecessor Contractor.

3.10 Facilities

The new contractor shall utilize any government-furnished facilities and equipment, as appropriate, to minimize costs. In addition, all TESS facility leases are assignable to the new contractor.

4.0 TRANSITION PLANNING INFORMATION MANAGEMENT

4.1 Transition Planning Process

A pre-award transition planning process has been developed to organize and communicate how this OCRWM M&O contract transition will be planned. The transition planning process is a systematic approach to transition activity identification. The process involves the following major actions:

- Identification of areas of work to be transitioned and documenting these in a transition WBS.
- Evaluation of each transition WBS element to identify transition-related issues.
- Documentation of TRIs on TRIDSs to facilitate tracking.
- Development of TRI RPs, including schedules and costs.
- Generation of orientation briefings for each transition WBS element.

The transition planning process diagram presented in Figure 1 summarizes the process flow and logic associated with these major actions.

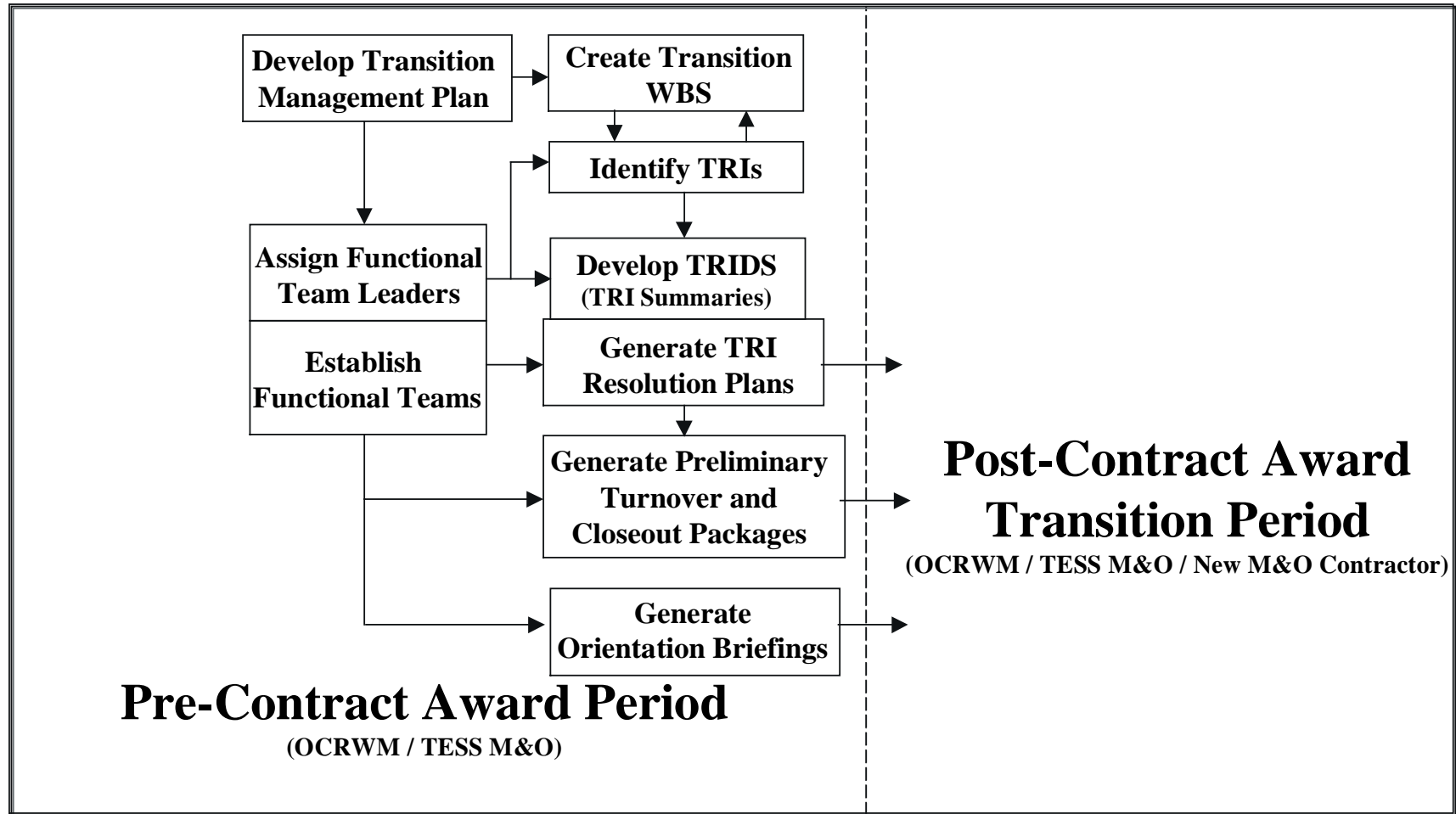


Figure 1. M&O Contract Pre-Award Transition Planning Process

A transition WBS will be established to identify and organize functional areas of work to be transitioned. A draft transition WBS is presented in Attachment A. The draft transition WBS identifies seven “focus areas” which correspond to level one of the WBS. WBS elements are identified for each of these “focus areas” to more fully identify and organize the areas of work to be transitioned. The “focus areas” are:

- Management
- Business Processes
- Human Resources
- Infrastructure
- Services
- Technical
- Regulatory

For each element of the transition WBS, TRIs will be identified and documented on TRIDSs, TRI RPs will be developed, and orientation briefings will be generated. This will all be accomplished during the Precontract Award Period.

This transition planning process has been developed consistent with the RFP with the recognition of a potential contract award date of August 15, 2000.

An on-line YMSCO Intranet-compatible pre-award Transition Planning Database will be established to facilitate communication of the TRIs, TRIDS, and TRI resolution planning throughout the pre-award transition planning process.

4.2 Pre-Award Transition Planning Database

The DOE/OCRWM pre-award transition planning information will be placed in an on-line Web Site Transition Planning Database. The database is structured to use a TRIDS that is keyed to the transition WBS. A Web interface to the Transition Planning Database will be developed. This interface will allow inputting, editing, links, and retrieval of all information contained in the database.

This pre-award Transition Planning Database will be established as a management tool to collect, summarize, sort, and track pre-award activities. The system will have multiple sorting capabilities and will be used as a tool to manage, track, and report pre-award activities. The TRIDSs will include a short description of the TRI, the associated transition WBS element, identification of the responsible Functional Team Leader, planning assumptions, and resolution timing. Links will be provided to applicable TRI Resolution Plans.

4.3 Functional Areas

The Functional Teams are organized according to transition WBS functional elements to develop resolution plans for TRIs associated with these functional areas.

The specific responsibilities of the Functional Teams include the following activities:

- Evaluate functional area scope and objectives, including review of applicable draft transition-related issues and associated detail sheets.
- Recommend changes and/or additions to the TRIs, and TRIDSs for their transition WBS element.
- Identify and evaluate TRI resolution alternatives (advantages/disadvantages).
- Identify any decisions that need to be deferred until the new contractor is on board.
- Develop TRI resolution plans for review by the OTMT and the TTT.
- Support the DOE management review process as needed.
- Prepare a final set of TRIDSs and TRI RPs.

4.4 Transition-Related Issue Resolution Plans

The plans for disposition of the TRIs are to be documented in the TRI RPs by the Functional Teams. Each RP will include:

- Statement of the TRI to be resolved and/or key decision to be made.
- Identification of significant factual information related to the issue.
- Identification of resolution alternatives.
- Description of implications of each alternative, including but not limited to, cost.
- Identification of organizations and individuals who are significantly affected by the issue and who need to be involved in the issue resolution.
- Written description of the plan for resolution of the TRI
- Schedule and resolution plan costs detailed by activity and item as applicable.

The TRI RPs will be jointly recommended for approval by the OTMT and the TTT to the YMSCO Project Manager, or the Director, Office of Project Management and Administration, or the Director, Office of Acceptance, Transportation and Integration, as applicable.

4.5 Information Technology

As part of the transition planning process, the information management systems used in support of the OCRWM Program and operations will be identified and mapped to the primary transition WBS elements. Information relevant to the active and inactive systems is currently being captured in accordance with the Software Special Projects Team data capture effort.

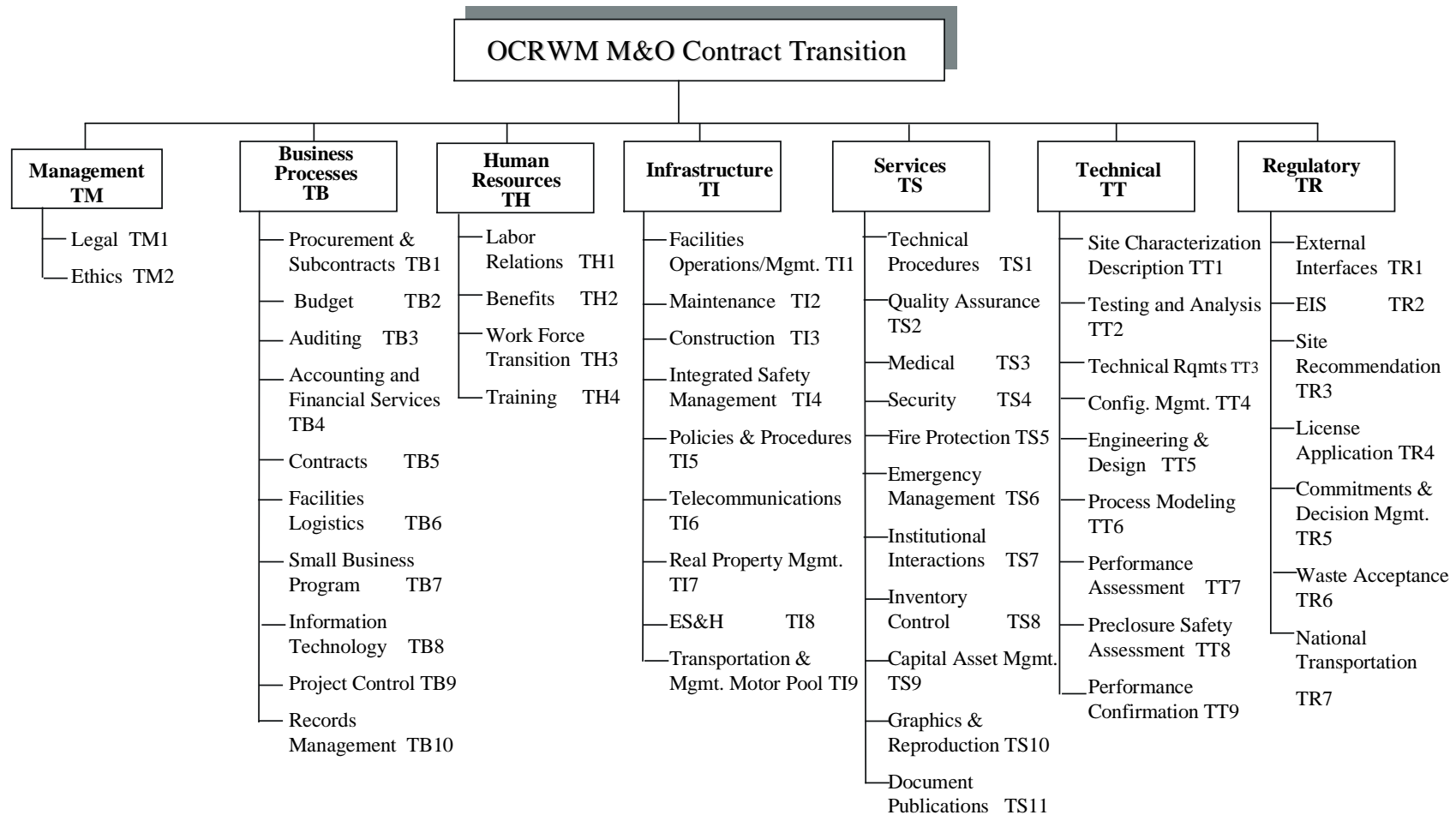
5.0 IMPLEMENTATION MANAGEMENT

The pre-award transition planning process described in this Transition Management Plan will ensure identification of transition-related issues and will result in a discrete set of precontract award activities. These activities will be captured in TRI resolution plan schedules and placed in the transition planning database for the applicable elements of the transition WBS. For each RP activity, the responsible organization, responsible individual(s), and start and finish dates will be defined and tracked until successful completion.

The OTMT will monitor and provide oversight of the implementation of RP activities and will use the pre-award transition planning database to document completion of the pre-award activities. The Functional Teams will provide routine status briefings to ensure that the pre-award schedule is maintained. The OTMT will frequently discuss progress with senior OCRWM management to provide a status and to assess the associated strategy and schedule.

**ATTACHMENT A
TRANSITION WORK BREAKDOWN STRUCTURE**

M&O Contract Transition Work Breakdown Structure



**ATTACHMENT B
OCRWM TRANSITION MANAGEMENT TEAM**

OCRWM Transition Management Team

